ORM

Managing Risk for Operational Excellence:
The Navy's Revitalization Effort

Why We Are Relooking at ORM

- **Leadership Priority**
  - ***"Risk is inherent in everything we do. Managing it should be a continuous process that permeates . . . our daily lives."***
    ADM M.G. Mullen
  - ***"We manage risk to operate the fleet and to be responsible in our own personal lives, and as leaders (we) cannot allow this fundamental practice to be bypassed for any reason"***
    ADM John Nathman
- **Loss of Momentum**
  - **ORM has stagnated – perceived as a safety only program**
  - **Relegated to planning for complex and new evolutions**
  - **Often viewed as burdensome "worksheet drill" and only when does not "interfere with operating"**
- **Gaps in Process Application**
  - **Taught, trained to and perceived as a planning only skill set**
  - **Risk Management techniques for mission execution are not taught**

Where We Are

- **Gaps in Perceptions**
  - Leaders feel ORM is applied all the time – Sailors disagree
  - Perceptions of what ORM is vary greatly
- **Varied Degrees of Understanding**
  - Better understood at Senior levels
  - Poorly understood or misunderstood by junior Sailors
- **Gaps in Education and Training**
  - Dated, aviation centric, on-line dependent
  - Classroom training is not standardized
  - No effective training for mission execution or Time Critical ORM
- **Not Applied Off-Duty**
  - Seen as on-the-job process
  - Applicability to routine evolutions is misunderstood

Where We Are Going

Shape the Navy Culture - ***We will manage risk to operate by following a standardized and institutionalized common model of ORM application and assessment across the fleet.***

Build Units That Practice Model ORM Behaviors

- **Unit training/certification stress ORM concepts**
- **Unit planning processes are based on ORM principles**
- **All hands apply ORM on-the-job**
- **All hands apply ORM off-duty**
- **ORM understanding and application is assessed periodically**

How We Get There

Change the Perception of Risk Management

1. ORM is a Tactic

- Blue Threat: Action or inaction by own forces that cause casualties
- Navy Blue Threat losses far exceed Red Threat Losses

2. Recognize ORM Already in Place

- **In-Depth ORM exists in all activities throughout the unit**
- **Standing orders, Maintenance Programs, NATOPS, SOP, PMV Laws, etc.**

3. What's Different Today?

- **Vital question that brings ORM to routine evolutions**
- **Simple technique to connect all three levels of ORM**
- **Question that energizes a final execution of deliberate ORM process**
- **Question to spur the use of Time Critical ORM during execution**
- **A missing piece in ORM understanding and proper application**

How We Get There

- **Leadership** *(FFC/CPF/NSC Leading)*
  - **ISIC, CO, XO, DH, CMC acceptance and full understanding of ORM**
  - **Use of ORM terms by those in leadership positions**
  - **"By example" knowledge and application of principles – *make it visible***
  - **Expectation of process use in all endeavors**
- **Education and Training** *(NSC/NPDC Leading)*
  - **A Safety Training Continuum (STC) with ORM/CRM as cornerstones**
  - **Focus ORM SME education on application, and assessment**
  - **Focus executive level education on principles, planning and process management**
  - **Build standardized expertise in evaluators and instructors**
  - **Revise and improve current ORM online and resident courses**
- **Assessment** *(NSC/CSFTG Leading)*
  - **Objectively review devotion to principles/application of process**
  - **Internal Assessments led by ORM Manager (XO)**
  - **External Assessments by established commands (NSC, ATG, CSFTG, etc.)**
- **Feedback** *(NSC Leading)*
  - **Feedback from assessment teams to leadership**
  - **Feedback from internal assessments to ISICs**
  - **Input to TRACS by all units**
  - **Feedback from NSC via web and TRACS**

ESB Discussion

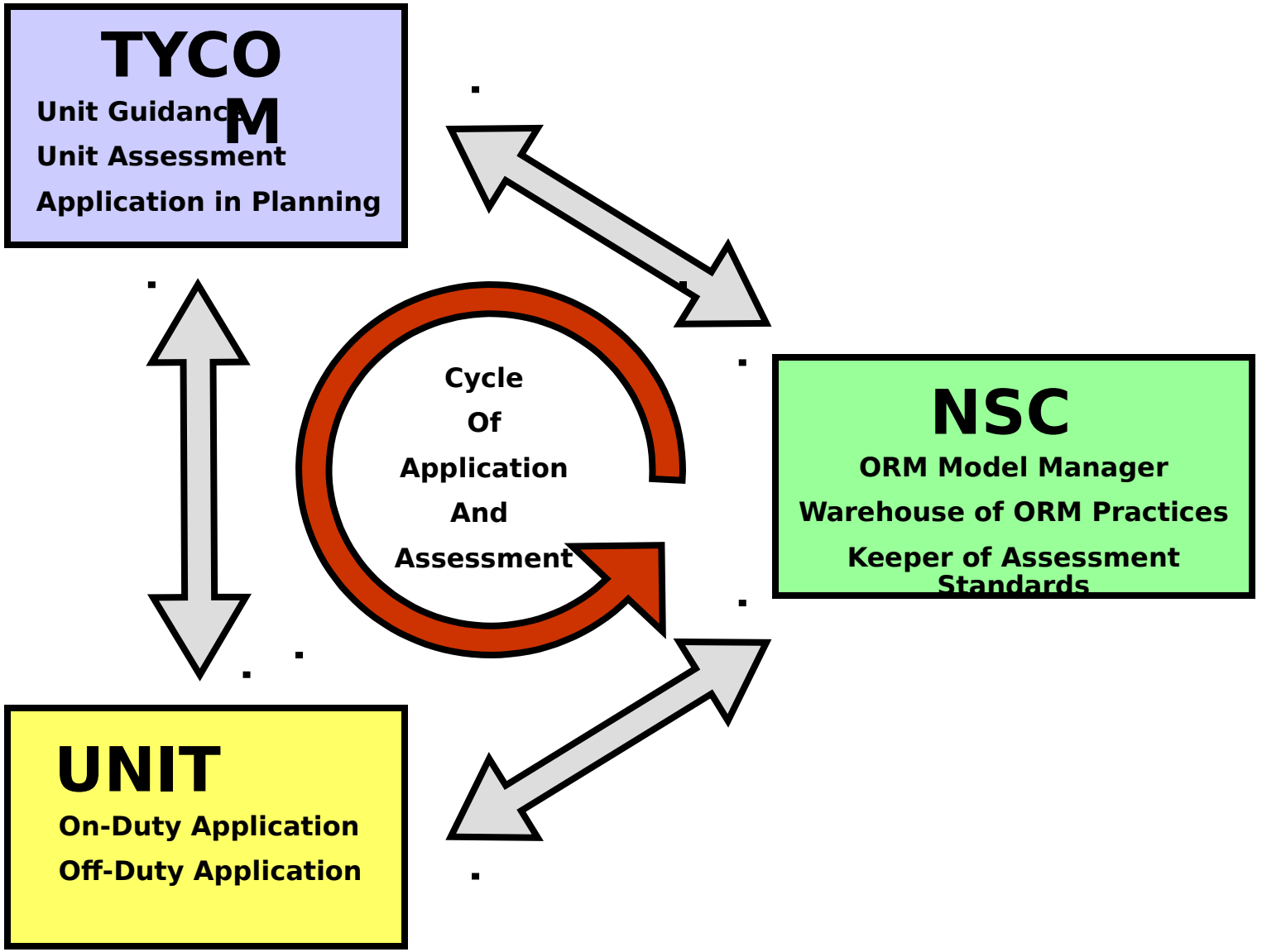
Back-Up Slides

ORM Education and Training

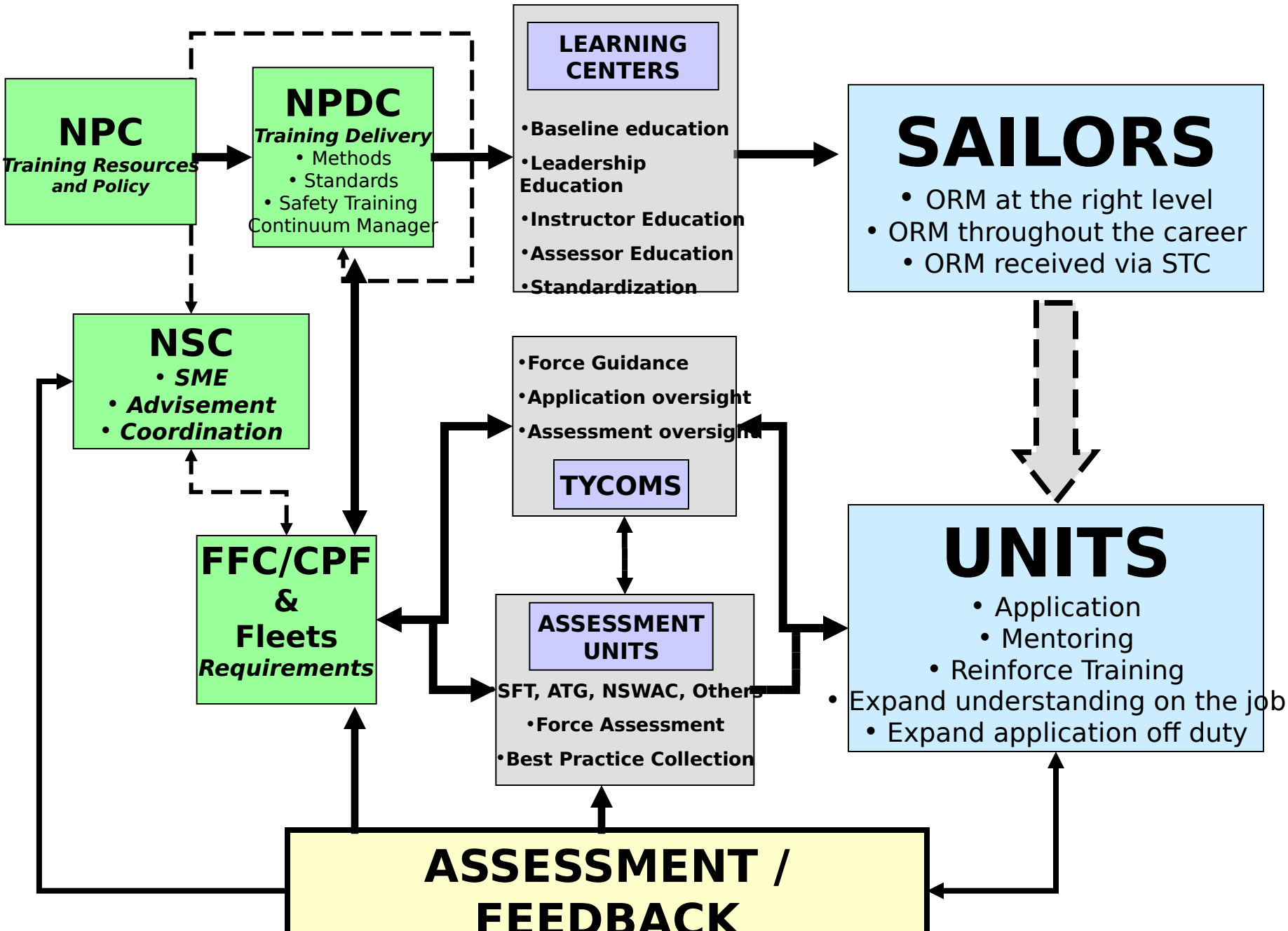
- **How is ORM taught to Sailors?**
  - **On-Line Courses (Primary): NKO, ORM University**
    - **Four Levels: Fundamentals, Essentials for Leaders, Executive Overview, Applications and Integration**
    - **All courses cover like material with variations for audience**
    - **No standard requirement for completion**
  - **ORM modules in various training venues**
    - **Typically cover same material as on-line fundamentals course**
    - **Varies per unit/Schoolhouse**
  - **Unit Subject Matter Experts receive additional training**
    - **Applications and Integrations Course**
    - **Taught by Transportation Safety Institute**
    - **Taught by School of Aviation Safety**
    - **Focus on process application in planning**
  - **Unit Level Training at discretion of CO**
    - **Delivered by ORM SME**
    - **No standard for content or delivery**

ORM Guidance

- **What Guidance Is Given To The CO?**
  - **Guidance Contained in ORM Instruction (OPNAV 3500.39B)**
    - **Directs all commanders to "apply the ORM process to all aspects of command operations and activities."**
    - **Guidance is broad with room for interpretation**
    - **Additional guidance as per the Chain of Command**
  - **No Specific Requirements For:**
    - **When ORM is required for and event**
      - **Training and CNO guidance point toward a continuous process**
    - **If required for reoccurring events**
      - **Training points toward review and lessons learned as keys**


TYCOM
Unit Guidance
Unit Assessment
Application in Planning
Cycle
Of
Application
And
Assessment
NSC
ORM Model Manager
Warehouse of ORM Practices
Keeper of Assessment Standards
UNIT
On-Duty Application
Off-Duty Application

INSTITUTIONAL ORM PROCESS



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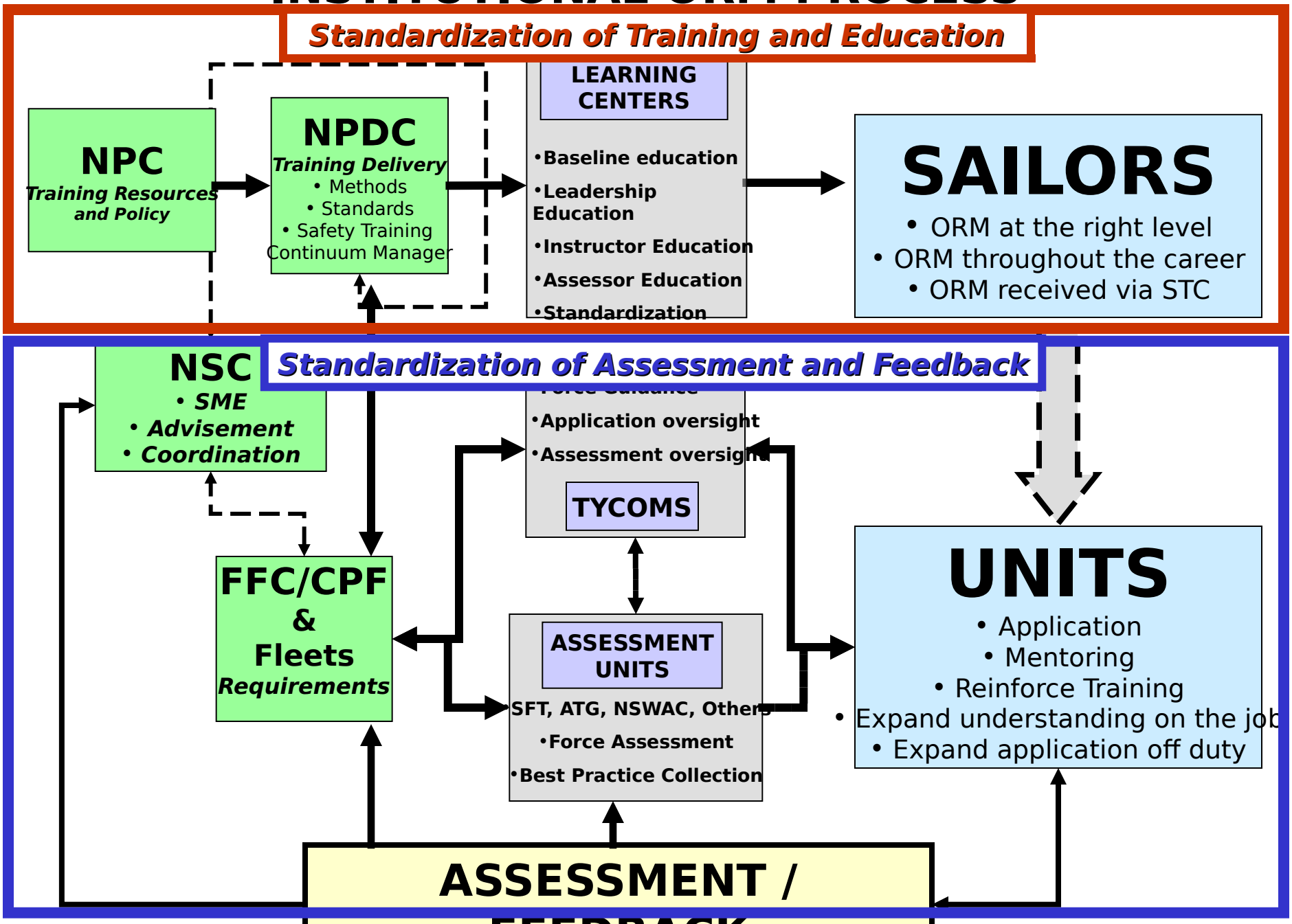

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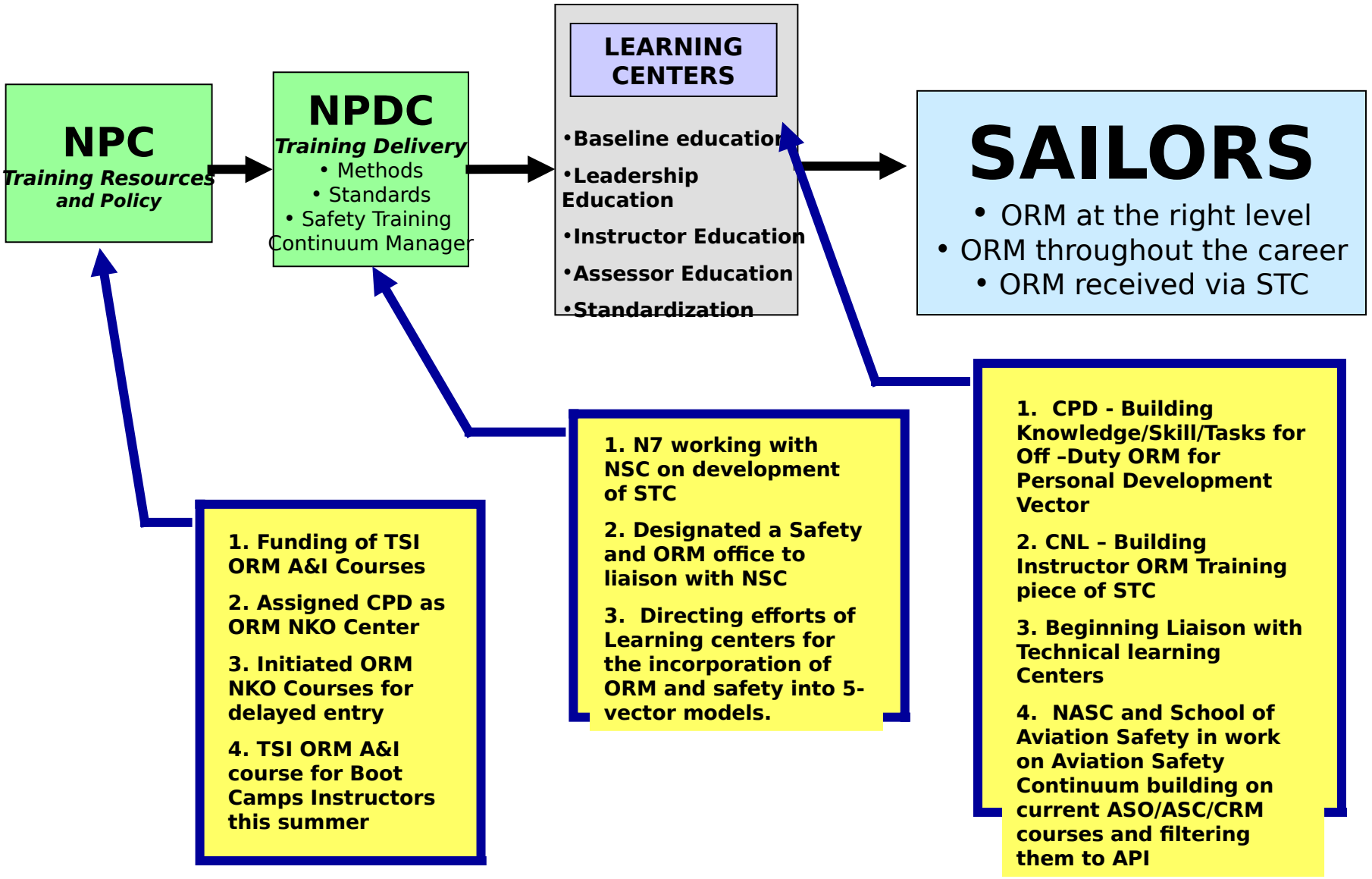

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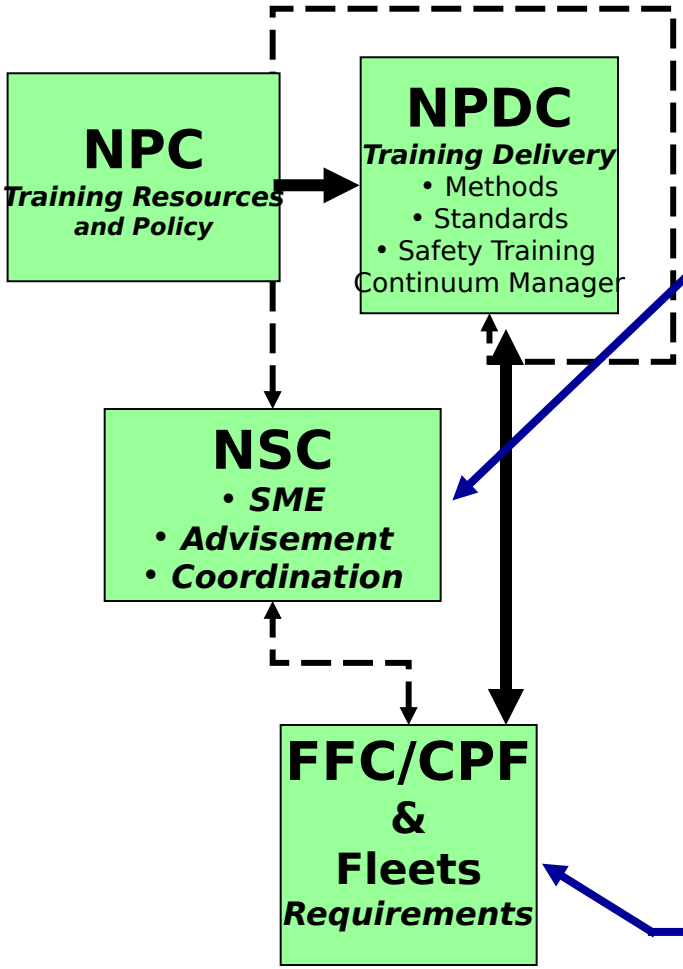
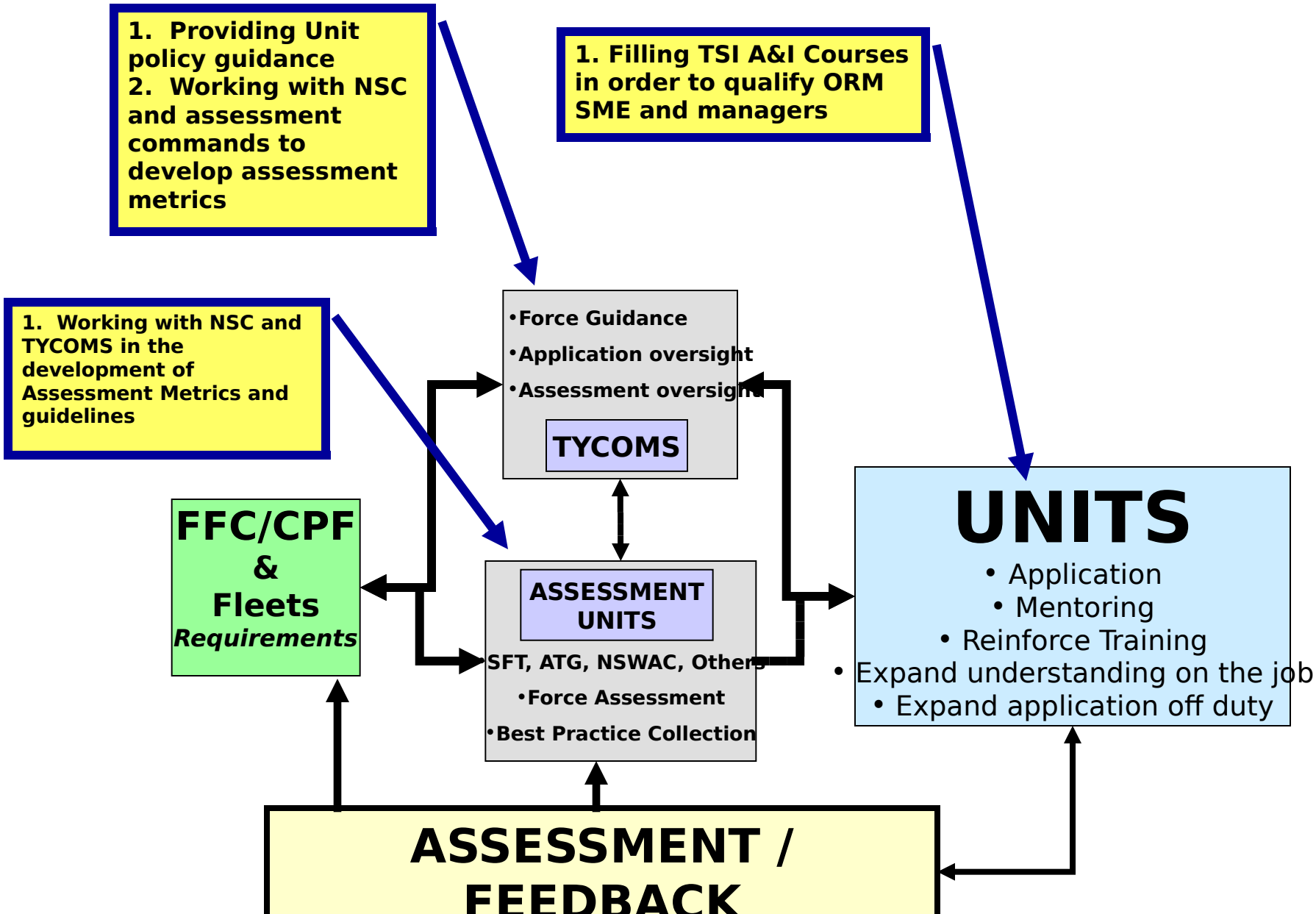


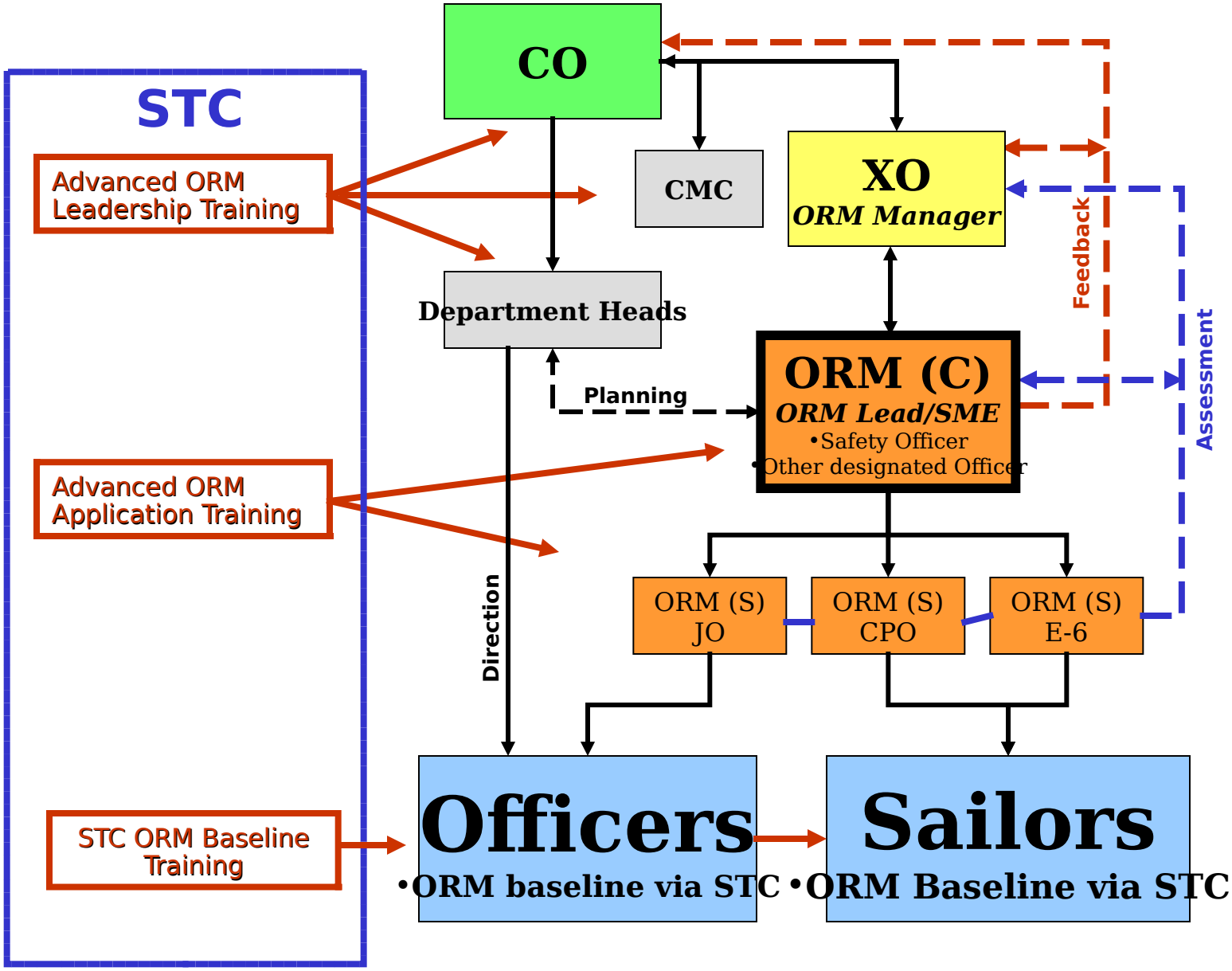
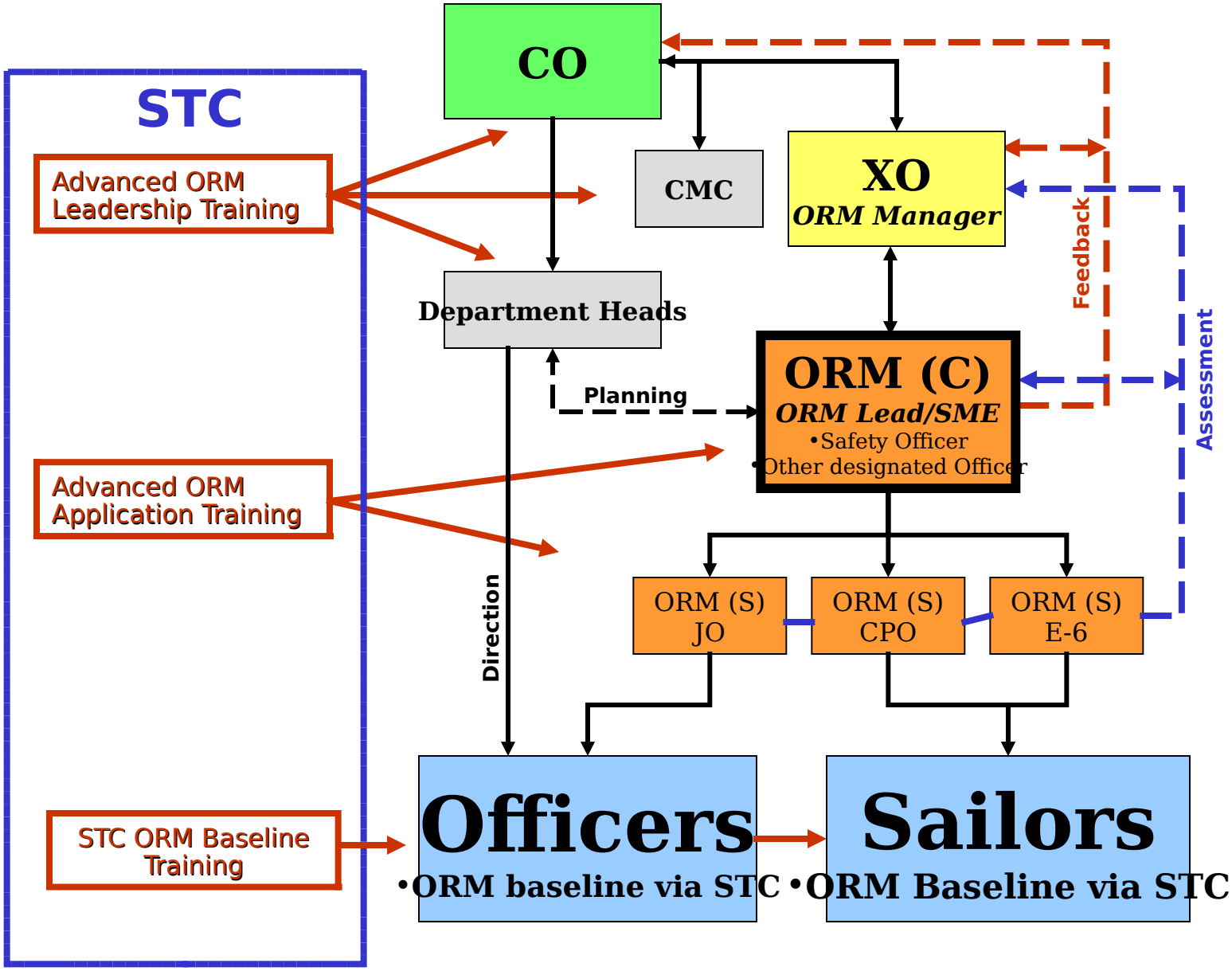
1. Established ORM Cell
2. Leading planning effort in junction with FFC/PF
3. 70% of operational directorates completed TSI A&I Course
4. Working in partnership with TSI to develop other ORM courses to meet POA&M
5. Scheduling FY-06 TSI A&I courses and acting as quota manager
6. Leading ORM Instruction rewrite effort with FFC/PF and TYCOMS
7. Leading ORM Assessment Development Effort (just under way – to be tested in June)
8. Established Best Practices page on Web Site

1. Providing senior leadership backing and operational force direction
2. Partnering with NSC in oversight and policy making

INSTITUTIONAL ORM PROCESS



UNIT LEVEL ORM PROCESS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